

Chapter 4

Security Cooperation Education and Training Teams

Section I

General

4-1. Purpose/Introduction

This chapter provides policy guidance on Security Cooperation Education and Training (SCET) teams. The chapter defines types of teams, discusses the process for requesting, programming, and deploying teams, and highlights quality of life and mission sustainment issues associated with team deployment. Security cooperation education or training teams consist of U.S. Military, DOD civilian, or contractor personnel, deployed to a foreign country on temporary duty (TDY, less than 180 days) or permanent change of station (PCS, more than 179 days) status. These teams provide advice, training, technical assistance, or support to personnel of the hosting country. This assistance is provided to meet specific objectives in connection with development of a country's capability. The deployment of these teams should be based on consideration of all of the advantages and disadvantages inherent in the use of this type of assistance, at a particular time, in a particular country, and should be consistent with DOD, Combatant Command, and Service security cooperation guidance or strategy. The teams support many of the programs and authorities associated with security cooperation. The *Security Assistance Management Manual*, Table C10.T1- (Legislation for International Training), provides a listing of the various authorities for deploying teams.

4-2. Command relationships

a. The Chief of the U.S. Diplomatic Mission exercises general supervision over the in-country operations and activities of security cooperation education or training teams through the Security Assistance Organization (SAO) Chief. The regional Combatant Commander provides necessary technical assistance and administrative support to SAO to facilitate the efficient and effective oversight of team activities, including quality of life for personnel. The level of support provided to team members varies depending on the duration of their deployment and the program that funds that deployment. Support under an FMS case shall not exceed that authorized for other in-country DOD personnel of equivalent grade who are funded by U.S. appropriations. Oversight of security cooperation education or training teams by regional Combatant Commander or their designated Component Command through SAO shall not usurp MILDEP authority in issues of case management, contract administration, or the technical execution of the team mission as described in the individual terms of reference (i.e., FMS Letter of Offer and Acceptance).

b. Security Assistance Organization (SAO) Chief. The SAO chief provides supervisory oversight and local administrative support over in-country teams and is responsible for coordinating team activities to ensure compatibility with other DOD elements in or directly related to the U.S. diplomatic mission. The SAO chief ensures compliance with directives and keeps the Service Implementing Agency, team management agency, the Combatant Commander, and/or the designated Component Command informed of team activities and progress.

c. Team Chief. The team chief is the senior team member and assigns duties and responsibilities to team personnel. The team chief is under the administrative and supervisory oversight of the SAO while in country and is an integral part of the SAO in support of the overall security cooperation mission. The team chief is responsible to the Service Implementing Agency, team management agency, the Combatant Commander, and/or the designated Component Command for the accomplishment of the education or training mission. Team chief responsibilities include, but are not limited to, the duties shown in the *Security Assistance Management Manual*, Table C4.T1 and para. 4-24.c of this regulation.

d. Security Assistance Organization. The SAO has responsibility for oversight of team personnel and activities and identifies problems to the Service Implementing Agency, team management agency, the Combatant Commander, and/or the designated Component Command

for resolution. The SAO ensures fair and equitable treatment in the level and quality of support provided to all DOD personnel in country. SAO support of the Service Implementing Agency, team management agency, the Combatant Commander, and/or the designated Component Command includes, but is not limited to, the duties shown in the *Security Assistance Management Manual*, Table C4.T2 and para. 4-24.b of this regulation.

e. Military Justice Jurisdiction. The Combatant Commander has general courts martial convening authority over all military personnel under his or her command. However, since disciplinary action is normally administered by a commander of the same Service as the offender, the Combatant Commander normally requests the component commander of the member's Service, or that commander's designee, to take courts-martial jurisdiction over PCS team personnel. The Combatant Commander reserves the right to exercise military justice jurisdiction in those cases impacting the mission, or affecting external relations. Uniform Code of Military Justice (UCMJ) jurisdiction over TDY team members is concurrent with their parent organization commander and the Combatant Commander. Article 15 jurisdiction for all personnel (both TDY and PCS) shall be exercised in accordance with Service directives.

4-3. Constraints

Teams shall not serve as an integral part of the armed forces of the country being served. Teams deploy under authority of the relevant section of either Title 10 U.S.C. or Title 22 U.S.C. and are subject to such procedures and constraints as the authorizing legislation and or established policy applicable to that type of team may mandate. Procedures and constraints vary greatly from one legislative authority to another and all concerned with a particular team's deployment must fully understand those differences.

a. Prohibited team activities. Teams deploying under security assistance authorities (Title 22 U.S.C.) shall not engage in or provide assistance or advice to foreign forces in a combat situation. Additionally, such teams shall not perform operational duties of any kind except as may be required in the conduct of on-the-job training in the operation and maintenance of equipment, weapons, or supporting systems. Teams deploying under security assistance authorities shall not perform SAO functions, augment the SAO or U.S. forces in country, except where specifically authorized by the host country in the LOA. The Security Assistance Officer will inform teams deployed under one of the Title 10 U.S.C. authorities on the rules of engagement or other constraints applicable to the particular section of the law that authorizes their deployment before deploying or upon arrival in country. The SAO will refer any questions to the Combatant Commander's staff judge advocate for resolution prior to deployment.

b. Acts of misconduct by host country personnel. All members of security cooperation education and training teams must understand their responsibilities concerning acts of misconduct by foreign country personnel. The team management agency will brief team members prior to deployment on what to do if they encounter or observe such acts.

(1) Common article 3 to the four Geneva conventions of August 12, 1949, provides a list of prohibited acts by parties to the conventions as follows-

(a) Violence to life and person-in particular, murder, mutilation, cruel treatment, and torture.

(b) Taking of hostages.

(c) Outrages upon personal dignity-in particular, humiliating and degrading treatment.

(d) Passing of sentences and carrying out of executions without previous judgment by a regularly constituted court, affording all the judicial guarantees that are recognized as indispensable by civilized people.

(2) The provisions of (1) above represent a level of conduct that the United States expects each foreign country to observe.

(3) If team members encounter prohibited acts, they will disengage from the activity, leave the area if possible, and report the incidents immediately to the proper in-country U.S. authorities. The Chief of the U.S. Diplomatic Mission through the SAO will identify proper U.S. authorities during the team's initial briefing. Team members will not discuss such matters with non-U.S. Government authorities such as journalists or civilian contractors.

4-4. Selection of personnel

a. Agencies providing personnel for assignment to a security cooperation education or training team shall ensure that they have the experience, technical ability, maturity, and personality to accomplish their duties in the best interests of the United States.

(1) Maximum effort should be made to select team members who meet the desirable as well as the mandatory qualifications.

(2) Team members should be highly qualified in their respective fields. They should be the best available who meet all other qualifications.

(3) Team members should be capable of working with others and should have demonstrated their abilities to supervise effectively and conscientiously.

b. Personnel assigned to security cooperation education or training teams perform a mission of the highest importance. They will serve as goodwill ambassadors of the United States. Foreigners will consider their behavior to be “typically American.” Good or bad, the impressions will endure. Accordingly, selecting the best-qualified team members serves the best interests of the United States.

c. The SAO requesting a security cooperation education or training team will identify the expertise and qualifications that the team members should possess. Any special requirements, considerations, or restrictions should also be identified.

d. Team members must be medically fit to perform duty with a security cooperation education or training team in the designated country. Physical disorders that may require medical attention or hospitalization disqualify a candidate. Medical expenses incurred for non-military team members will be charged to the program supporting the team.

e. Personnel selected for security cooperation education or training teams must have enough time remaining in the Service before separation or retirement to complete the required period of deployment.

f. Refer to Paragraph 8-6 for guidance on in-country healthcare.

Section II

Types of Teams

4-5. Extended training service specialist

Extended Training Service Specialist (ETSS) are PCS teams that are technically qualified to provide advice, instruction, and training in the installation, operation, and maintenance of weapons, equipment, and systems. ETSS deploy under one of the security assistance authorities in Title 22 U.S.C. They are not used for follow-on retraining or advisory roles, except in rare instances when the recipient country cannot provide qualified personnel from its own resources or hire qualified personnel from non-indigenous sources and the SAO recommends it as in the interest of the United States. ETSS provided as English language instructors, supervisors, or advisors on detached duty status from Defense Language Institute English Language Center (DLIELC) are also attached to the SAO. The English language technical service provided by DLIELC is referred to as a Language Training Detachment (LTD). ETSS may perform for periods up to 1 year under International Military Education and Training (IMET); only DSCA (Programs (FTE) Directorate) can approve longer periods.

4-6. Contract field services

Contract Field Services (CFS) personnel are civilian personnel under contract from private industry who perform the same functions as ETSS. Like ETSS, CFS personnel deploy under one of the security assistance authorities in Title 22 U.S.C. CFS personnel are used only when the Service Implementing Agency determines that services by DOD personnel are not practical. Only DSCA (Policy, Plans, and Programs Directorate) can approve use of CFS personnel under IMET. Estimated contract cost covers the total training service costs.

4-7. Mobile education team / Mobile training team

a. Mobile Education Teams (Met). MET provide training developed primarily in response to the Expanded-IMET program (22 U.S.C.2347) in a seminar and/or educational forum. DSCA waiver is not required for E-IMET certified MET. Refer to Figure 4-1 for format to request a MET.

b. Mobile Training Teams (MTT). MTT are MILSVC or contract personnel on temporary duty for the purpose of training foreign personnel in the operation, maintenance, or support of weapon systems and support equipment or for specific training requirements and specific capabilities that are beyond in-country U.S. resources. MTT deploy under one of the security assistance authorities in Title 22 U.S.C. or under one of the Title 10 U.S.C. authorized programs that follow security cooperation procedures. MTT may be authorized for CONUS or overseas deployment when it is more practical to bring the training capability to country personnel. This includes in-country training surveys to determine specific country training needs; quantity requirements that are beyond the country capability to assess, and that are associated with equipment deliveries; and assistance leading to self-sufficiency. MTT should be considered when: training must be accomplished quickly in response to a threat or adverse condition affecting the security of the country; training is of relatively short duration, must reach a large number of trainees, and entails extensive use of interpreters or language qualified team members; or training can be conducted only on equipment or in facilities located in the foreign country. The format to request MTT is found in Figure 4-2.

c. Funding constraints. SAO may request programming of MTT as follows:

(1) FMS: MTT and MET may be programmed under FMS cases at the request of the SAO regardless of whether the FMS case is funded by country funds or FMF, if it is within the scope of the case.

(2) IMET: Although Expanded IMET MET do not require a DSCA waiver, MTT may be programmed only upon receipt of DSCA waiver. A fundamental IMET objective is to reach foreign military personnel who are likely to be influential in their services and/or countries. By attending CONUS training, the students are exposed to the American people, their way of life, institutions, beliefs, and aspirations. This must be considered when proposing an MTT versus CONUS training. Every attempt should be made to provide MTT through FMS rather than IMET. MTT requests under IMET must demonstrate that an MTT is the best approach and IMET is the only available funding option. Subsistence expenses, or per diem allowance in lieu thereof, obligated in one fiscal year for IMET MTT cannot be extended into the succeeding fiscal year. Therefore, personnel on MTT duty must terminate temporary duty and return to home station prior to 30 September unless action has been taken to reprogram the team in the new fiscal year, subject to the 179 day restriction discussed in paragraph d below, receipt of Continuing Resolution Authority (CRA) or other budget authority in the new fiscal year, and DSCA approval. Transportation costs for round trip team travel are chargeable to the fiscal year of the start of the TDY.

(3) CTFP: MTT may be programmed under CTFP only after receipt of SO/LIC and COCOM approval.

(4) Other Programs: MTT may be programmed only after approval by COCOM or Department of State (as appropriate).

d. Duration. MTT and/or MET are authorized on a temporary duty basis for up to 179 days. Requirements for assistance in excess of 179 days are met by CONUS training of country personnel leading to an in-country capability or programming of U.S. ETSS.

4-8. Technical assistance field team

Technical Assistance Field Team (TAFT) deploy in PCS status under one of the security assistance authorities in Title 22 U.S.C. for the purpose of providing in-country technical or maintenance support to foreign personnel on specific equipment, technology, weapons, and supporting systems when Mobile Training Teams (MTT) and ETSS are not appropriate for the purpose. TAFT are Security Assistance services, but are not considered training and are not provided under IMET.

4-9. Technical assistance team

Technical Assistance Team (TAT) deploy in TDY status to place into operation, maintain, or repair equipment provided under one of the security assistance authorities in Title 22 U.S.C. TAT are Security Assistance services, but are not considered training and are not provided under IMET, except in the case of the installation of English language laboratories.

4-10. Combatant commander initiatives

Under the authority of 10 U.S. C. 166a the Chairman of the Joint Chiefs of Staff may provide funds to the Combatant Commanders to deploy personnel in a TDY status to foreign countries to provide military education and training (to include transportation, translation, and administrative expenses) to military and related civilian personnel of that country. These funds may also be utilized for force training, contingencies, selected operations, command and control, joint exercises (including activities of participating foreign countries), humanitarian and civil assistance, personnel expenses of defense personnel for bilateral or regional cooperation programs, and force protection.

4-11. Military-to-military contacts and comparable activities

Under the authority of 10 U.S.C. 168 the Secretary of Defense may conduct military-to-military contacts and comparable activities that are designed to encourage a democratic orientation of defense establishments and military forces of other countries. The Secretary may provide funds to the Combatant Commanders to deploy DOD personnel in a TDY status as a Traveling Contact Team (TCT). These funds support TCT expenses including transportation, translation services, or administrative expenses. These funds may also be utilized for the activities of military liaison teams, exchanges of civilian or military personnel between the Department of Defense and defense ministries of foreign governments, exchanges of military personnel between units of the armed forces and units of foreign armed forces, seminars and conferences held primarily in a theater of operations, and distribution of publications primarily in a theater of operations. Except for the activities specifically authorized by this section, funds provided may not be used for the provision of any other defense articles or services, including training, to any foreign country.

4-12. Joint combined exchange training

Under the authority of 10 U.S.C. 2011 the Commander, Special Operations Command may authorize special operations forces to deploy to a friendly foreign country to train armed forces and other security forces of that country as long as the primary purpose of the training is the training of the U.S. special operations forces.

Section III Programming Guidance

4-13. General

Programming guidance for security cooperation education and training teams varies with the type of program or authority under which the team is deployed. In general, however, there are some commonalities in teams that deploy under either Title 22 U.S.C. or Title 10 U.S.C. Requests should be included in the Combined Education and Training Program Plans and originate with the requesting country. The SAO, Combatant Command and U.S. country team will review and vet the requests. Requests that are not identified as part of the CETPP and submitted at the appropriate TPMR are considered out-of-cycle requests.

a. Teams programmed under FMS may be requested by the SAO at any time and must be coordinated between all cognizant training organizations.

b. Teams programmed under IMET require DSCA waiver and must be included in the CETPP and requested at the TPMR.

c. Teams programmed under CTFP require SO/LIC and COCOM approval and must be included in the CETPP and requested at the TPMR.

d. Teams in other programs: Requests for these types of teams should also be included in the Combined Education and Training Program Plans and presented at TPMR. However, often these types of requests are addressed in separate reviews tied directly to the development of the Theater Security Cooperation Strategy/Plan for a given geographic region. SAO should make every effort to ensure full coordination of these types of requests regardless of the forum in which they are presented. Requests not presented at a TPMR or other appropriate meetings are considered out-of-cycle.

4-14. Extended training service specialist

Extended training service specialist (ETSS) teams are normally programmed for a period of one year. Personnel selected for deployment on such teams typically do so on a permanent change of station (PCS) basis. Because of funding severability issues associated with the IMET, CTFP, or certain other security cooperation programs, ETSS are not normally programmed under those programs. They are most often programmed under a foreign military sales (FMS) or foreign military financing (FMF) case. The case manager and the SAO should assure that the case contains appropriate language to support such a deployment. All costs involved in furnishing the ETSS must be included in the LOA. These include such costs as dependent travel, movement of household goods, POV (if authorized), and dependent schooling. ETSS costs are estimated when first programmed.

4-15. Contract field services

Contract Field Services (CFS) costs depend on the value of a negotiated contract with the civilian firm involved and include such costs as salary, in-country maintenance, CONUS travel, and overhead. The contract cost will be reflected as unit cost in the country program; other costs are considered as TLA.

a. CFS will be used only when needed to accomplish a military mission. However, it must be clearly shown that personnel with the required skill are not available from DOD resources. Also, the Service involved must determine that satisfactory provision of services by DOD personnel is not practicable.

b. Under the provision of a non-personal services contract, U.S. officers should have no supervisory control over contractor personnel. The U.S. Government places its requirement for services through his or her employees. The SAO is responsible for advising the contractor of regulations and procedures for receipt, dispatch, storing, and safeguarding of military information, including classified defense information.

c. Contractors and their employees will not-

(1) Be placed in policy-making positions or in positions of command, supervision, administration, or control over DOD personnel or personnel of other contractors.

(2) Become part of the foreign government organization.

d. Subject to the provisions of applicable international agreements, CFS personnel performing under the provisions of this regulation are entitled to privileges and support equivalent to that furnished as GS-12 grade civilian, where available. When agreements between the United States and the foreign government do not expressly authorize the United States to accord these privileges to such personnel, they will be extended only with the consent of the foreign government.

e. Security clearance for employees of contractors performing field services will conform to the requirements of applicable DOD instructions or regulations. Other administrative requirements such as those involving certificates of performance, logistical support, travel, identification, privileges, and reports will conform to the appropriate provisions of the Service regulation, as incorporated within the contract for the services.

f. According to the terms of the contract, the contracting officer may require the contractor to remove from the job site any CFS employee who endangers persons or property or whose continued employment under the contract is inconsistent with the interests of the U.S. Government.

g. Travel and allowances for CFS personnel will be according to the appropriate provision of the Defense Acquisition Regulation (DAR) as incorporated within the contract for the services.

h. CFS personnel are authorized leave for U.S. legal holidays as specified in MILDEP procurement procedures. All other leave and absence will be authorized at the discretion of the contractor.

4-16. Mobile education team / Mobile training team

a. General. Mobile Education Team (MET) and Mobile Training Team (MTT) programming will include duration in weeks; number of team members; costs for overseas travel (round trip); in country travel; travel and living allowances; CONUS travel; baggage; and DOD civilian salaries.

Per diem allowance costs during temporary duty travel outside CONUS are computed according to Joint Federal Travel Regulations (JFTR) rates for U.S. military personnel, and rates shown in the "Standard Regulations, Government Civilians, Foreign Areas" (published by the DOS) for USG civilians. MTT CONUS travel costs are programmed at an estimated rate to include commercial air transportation, baggage, and per diem. Only the Service Implementing Agency can approve excess baggage. Costs of team members traveling from overseas locations are computed using commercial air (tourist rate) transportation, per diem, and excess baggage. Additional travel costs should be based on the JFTR and Joint Travel Regulations (JTR) and other applicable directives and regulations. When more than one Service is involved, a joint MTT is programmed using the MASL line of the Service providing the most team members. If each Service provides an equal number of team members, the MTT is programmed using the MASL line of the Service counterpart to the requesting foreign country service. All team member costs, including pre-deployment orientation or training costs are programmed as "unit costs" of the country program. Training aids (including PCH&T) are programmed separately. Training aids for IMET funded MTT must be approved by DSCA (Programs Directorate).

b. Teams programmed under IMET.

(1) MTT are programmed by the SAO in the FY program during which the team will be used. The teams are programmed on a man-week basis. MTT cannot be funded under the fifth-quarter concept since MTT funds cannot be extended from one FY into the next. Therefore, personnel on MTT duty must terminate their TDY and return to home station before 30 September unless action has been taken to reprogram the team in the new FY. Such reprogramming is subject to the 179-day restriction (see para 4-7d) and receipt of CRA or other budget authority in the new FY. Transportation costs for roundtrip team travel are chargeable to the FY at the start of the TDY. Initial programming of IMET MTT will be according to the SAMM. Once the formal MTT request is submitted according to Service instructions and the details of mission, concept, composition, duration, and source agency finalized, the IMETP will be adjusted to reflect the MTT cost estimate developed by the appropriate Service. The following factors will be included:

(a) CONUS travel and team orientation. Program per member to include CONUS airfare, per diem, and baggage.

(b) Transoceanic travel (round trip). Compute using current airfare rates.

(c) Travel and per diem allowances. Computed according to the JTR.

(d) In country travel.

(e) Team members. For civilians, the cost at base salary rate plus acceleration factor as prescribed by current DOD pricing instructions. No salary costs are included for military members.

(f) Fund-cite. U.S. regulations require that a U.S. person performing temporary duty be supported by an appropriated fund-cite; therefore, all travel and per diem for IMET MTT members must be programmed and funded by IMET.

(2) Costs in (a) through (e) above are to be reflected as TLA in the country program. Civilian salaries will be shown under unit cost.

(3) Officers, enlisted personnel, and civilian members of the team will be shown in the country program on separate lines under the WCN alpha designator as appropriate.

(4) MTT cannot be deployed under IMET until funds are available; therefore, lead times must be given careful consideration when requesting and programming MTT.

(5) For costing purposes, MTT are subject to IMET incremental pricing policy.

c. IMET programming procedures may be followed for MTT funded by certain Title 10 or Title 22 authorities. These include teams funded under Regional Defense Counterterrorism Fellowship Program (CTFP) and Counter-Drug Training Support.

d. Teams programmed under an FMS or FMF case.

(1) MTT may be furnished under an LOA, either as a separate case or as part of an existing training case. MTT under FMS may span FY since these teams are not required to terminate at the end of the U.S. fiscal year.

(2) Services develop cost data for MTT. The same cost elements as stated for IMET MTT are used, plus military pay and allowances with current acceleration factors for all military members for FMS teams.

(3) Requests for FMS MTT must be time-phased to allow for the following-

(a) Determination of price and availability.

- (b) LOA preparation and processing.
- (c) Submission to and acceptance by the country.
- (d) Receipt of the initial deposit and issuance of obligation or expenditure authority.
- (4) Funds for the MTT must be received in advance of MTT deployment. Teams cannot be deployed until country funds are available nor can team preparations requiring funds (for example, training aids and orientations) be initiated or accomplished.

4-17. Other security cooperation teams

Teams or personnel deployed under various authorities such as CCI (10 U.S.C. 166a), military-to-military contacts (10 U.S.C. 168), or JCET (10 U.S.C. 2011) are programmed as a part of the development of a Combatant Commanders Theater Security Cooperation Plan/Strategy. Unlike those teams programmed under security assistance procedures (IMET/FMS/FMF), these deployments are typically tasked by the Combatant Commander directly to the Service Component involved. Funding is provided by the tasking Combatant Commander to the Service Component providing the team.

4-18. Requests for teams

Requests for teams are sometimes referred to as "Call up Messages". The format in figure 4-1 will be used to request MET. The format in figure 4-2 will be used to request MTT, ETSS or CFS teams.

a. Foreign Military Sales (FMS)/Foreign Military Financing (FMF)/International Military Education and Training (IMET).

(1) The SAO should submit the request for MTT or ETSS/CFS teams during the annual Combatant Commander's training program management review or as soon thereafter as feasible. Specific training objectives and requirements will be stated in the team request. The data provided should be complete and detailed. This will enable furnishing Service to select and prepare the team properly for the mission. Teams included in a country-training program are not automatically called up. Specific action must be taken by the SAO to formally request the team from the providing Service. Copies this request must also be provided to the Combatant Commander and all interested activities and commands. Once a request is received the Service will determine if deployment is feasible and supportable within current resources. If supportable, the Service will notify the SAO. Short lead-times should be avoided when requesting teams.

(2) When requesting a team, the SAO must ensure that the necessary equipment, instruction facilities, and technical publications are available before or with the arrival of the team. This action should be accomplished through requisition of the necessary equipment and publications in advance of team call-up. In-country training surveys to determine specific country training needs and to refine requirements are a normal part of team preparation.

(3) If required, the host country will provide interpreter support.

(4) SAO must ensure that foreign personnel to be trained meet the prerequisites and necessary to comprehend the technical level of presentation. The SAO vets all personnel and units to be trained in accordance with current requirements.

(5) The SAO programs in-country arrival date realistically based on the availability of trainees, facilities, and equipment.

(6) The SAO must request un-programmed teams from the providing Service in sufficient time to permit that Service to determine supportability. Specific Service timelines are found in Service specific sections of this chapter.

b. Regional Defense Counterterrorism Fellowship Program (CTFP) and Counter-Drug Training Support. Teams funded under these programs follow request procedures similar to the ones outlined for FMS/FMF/IMET teams, however, each requires additional vetting and approval before the request for this training is submitted to the providing Service. SAO should allow sufficient additional time to permit this extra processing and approval.

c. Combatant Commander Initiatives (CCI), Military-to-Military Contact, and Joint Combined Exchange Training (JCET). Requests for these teams are initiated as a part of the development of a Combatant Commanders Theater Security Cooperation Plan/Strategy. Approved teams are

tasked directly to the supporting Service Component. Service Components follow their prescribed internal procedures for filling these taskings.

Section IV

Quality of Life and Mission Sustainment Items

4-19. Definition

a. A quality-of-life item is any article or service that in the judgment of the SAO chief and unified command will have a positive effect on the living and work environment of a deployed team. Factors to be considered include-

- (1) Availability of suitable entertainment.
- (2) Climate/geography.
- (3) Security.
- (4) Language problems.
- (5) Recreational facilities.

b. Quality-of-life items are procured for team rather than individual use. Quality-of-life items may include such things as the following (if approved/authorized by Combatant Commander and deploying Service)-

- (1) Magazines (news and service-related).
- (2) Athletic gear (recreational).
- (3) TVs/tapes/DVDs/VCRs/DVD players/CD players.
- (4) Fishing tackle.
- (5) Hunting equipment.
- (6) Boats (canoes, rowboats, sailfish).
- (7) Camping equipment.
- (8) Scuba gear.
- (9) Equipment repair.

c. Quality-of-life items are subject to the policy guidance for Morale, Welfare, and Recreation publications. Items which are not considered appropriate for MWR funding will not qualify for FMS funding as QOL items.

4-20. Mission-sustainment items

The following is a partial list of mission sustainment-type items (not quality-of-life items):

- a. Dependent education.
- b. Housing.
- c. Medical support and medical evacuation (MEDEVAC).
- d. Furniture.
- e. Air conditioners (where required).
- f. Housekeeping equipment.
- g. Drivers.
- h. Rations.
- i. Security guards.
- j. Electrical equipment (generators, transformers, and voltage regulators).
- k. Physical conditioning equipment.
- l. Environmental and morale leave (EML).
- m. Religious support

4-21. Funding

a. The SAO chief will use a data sheet to identify the quality-of-life items recommended for funding.

b. A decision on funding will include the judgment of training management agencies and unified commands.

c. Funding will be identified in the LOA under the team support line with a footnote.

d. IMET funds are not available for purchasing quality-of-life items. Such items may be provided to IMET-funded teams from stock already available in country or by the parent Service from its supplies and resources.

e. Quality-of-life items may be purchased using resources from FMF-funded FMS cases with the express approval of the host country

4-22. Fairness and uniform standards

a. The SAO/Combatant Commander will determine what is fair and appropriate for team members.

(1) The Combatant Commander will assure fair and appropriate treatment of all teams within countries under the cognizance of the Combatant Commander. The level of support provided to a team member under an FMS case will not exceed that authorized for DOD personnel of equivalent grade in countries funded by U.S. appropriations.

(2) The SAO will assure fair and appropriate treatment of all teams within a country.

b. The Combatant Commander will establish standards.

4-23. Inventory control

a. The SAO will ensure inventory control is according to the unified command's procedures and guidance.

b. The Combatant Commander may require periodic physical inventory.

c. LOA will include a statement, as appropriate, that quality-of-life items will ultimately revert to the control of the host nation

4-24. Roles and responsibilities

a. The Combatant Commander will-

(1) Establish a Combatant Command policy on fairness and equitability.

(2) Ensure compliance with the Combatant Command policy and also with the Service policy, to the extent possible.

(3) Establish Combatant Command policies and procedures on accountability.

b. The SAO will-

(1) Review residential leases to ensure quarters are appropriate for rank and dependent status of team members and comply with DOD and DOS standards. The SAO ensures each lease request is submitted to the Embassy Interagency Housing Board for approval prior to signature by the appropriate contracting officer. If higher headquarters approval is required, ensure Embassy Interagency Housing Board reviews request before forwarding lease to the Service Implementing Agency, team management agency, the Combatant Commander, and/or the designated Component Command.

(2) Establish procedures to review all team TDY and approve requests for out-of-country travel.

(3) Review team request for purchase of Quality of Life (QOL) and/or Mission Sustainment (MS) items, and other items required to execute the team training and/or technical assistance mission. This includes healthcare items for the team members. (See para. 8-6). The SAO provides Service Implementing Agency, team management agency, the Combatant Commander, and/or the designated Component Command with an itemized list of recommended QOL and MS articles to be included in the LOA. SAO ensure the requested items are authorized in the LOA under which the team operates and that vendor discussions and actual purchases are made through a US contracting office.

(4) Ensure team chief establishes supply and/or equipment accountability records that provide a complete audit trail from item acquisition to disposal. All non-expendable, durable property costing \$50.00 or more is to be recorded on a property record.

(5) Periodically review team property and inventory records for accuracy. Ensure continuous in-country accountability is maintained by conducting a physical inventory prior to team and/or team chief departure from country. As a minimum, physical inventories for PCS teams are conducted annually.

- (6) Perform periodic reviews of team petty cash funds to ensure funds are adequately protected and cash management is in accordance with Embassy budget and fiscal office procedures.
- (7) Assist the team chief to establish procedures with the Embassy for payroll support of any foreign service employees hired to support the team.
- (8) Assist the Service Implementing Agency, team management agency, the Combatant Commander, and/or the designated Component Command to identify country unique management and administrative duties associated with the team's deployment.
 - c. The team chief will-
 - (1) Assign duties to team members to ensure the team mission is accomplished within the prescribed time frame.
 - (2) Submit requests and/or justification for Quality of Life (QOL) and/or Mission Sustainment (MS) items, and items required to execute the team mission to the SAO prior to purchase.
 - (3) Establish and maintain supply and/or equipment accountability records for all QOL, MS, and mission essential property in accordance with Service directives and procedures. Provide SAO with a copy of property records listing all non-expendable, durable equipment valued at \$50.00 or more.
 - (4) Provide SO with access to team property for the purpose of conducting a physical inventory (at least annually for PCS teams and/or prior to team chief departure from country for TDY teams.)
 - (5) Identify problems that may impact team personnel and/or mission, and report these problems and recommended solutions to the SAO, the Service Implementing Agency, team management agency, the Combatant Commander, and/or the designated Component Command as appropriate
 - (6) Send copies of receipts and vouchers to the Service Implementing Agency, team management agency, the Combatant Commander, and/or the designated Component Command, and hold copies on open actions until cleared through accounting and finance channels.
 - (7) Provide annual (for PCS teams) or end of tour (for TDY teams) progress report to the Service Implementing Agency, team management agency, the Combatant Command, and/or the designated Component Command, to include complete listing of personnel/units trained.
 - (8) Provide an after action report within 30 days of completion of the team's mission. See format at Figure 4-3 for guidance.

Section V

Department of the Army

4-25. Programming security assistance training under U.S. grant funded programs

- a. SATMO in coordination with SATFA will develop the SAT refined cost estimate.
- b. SATMO and the furnishing agency will determine the team composition necessary to achieve the team mission. SATMO will notify SATFA of any required program changes.
- c. SAO may request training expertise, literature, and general information on training aids from the Commander, U.S. Army Security Assistance Training Management Organization (SATMO), ATTN: AOJK-SA, Fort Bragg, NC 28310- 5000.

4-26. Funding security assistance training under U.S. grant funded programs

- a. SATFA allocates funds to SATMO. SATMO will prepare SAT orders for the entire team and will furnish fund cites to furnishing commands if required.
- b. The furnishing command will properly reimburse any civilian salaries to the correct account.
- c. SATMO will not deploy U.S. grant funded SAT before receipt of funding authorization from SATFA.

4-27. Programming security assistance training under foreign military sales

SATMO will coordinate the development of cost data with SATFA.

4-28. Funding security assistance training under foreign military sales

SATMO manages mission funds for FMS funded SAT, and will not deploy SAT until receipt of FMS case funds from SATFA. SATMO issues fund cites/MIPR and TDY orders to furnishing commands/agencies as appropriate. Furnishing commands/agencies must provide copies of final settlement vouchers to SATMO as soon as possible after mission completion. Furnishing commands/agencies will forward all SAT related financial documents to: CDR SATMO, ATTN: AOJKSA- SASD, Fort Bragg, NC 28310-5000.

4-29. Security assistance team identification

IMET and FMS SAT are identified as explained below.

a. Include the following components in the SAT number:

(1) Type team (radio repair, personnel administration, general supply, etc).

(2) Designator (MTT, TAT, ETSS, TAFT, PDSS or RST).

(3) Two letter geopolitical (country) code as listed in the SAMM.

(4) For IMET, the four digit WCN. For FMS, the alphabetical FMS case designator.

(5) Four digits designating the FY in which the SAT is scheduled to deploy. (For IMET, an X following the FY indicates a SAT that has been added to the program).

b. The following are examples of MTT identification:

(1) For IMET: UH 1 Maint MTT-TH 0014-2000.

(2) For FMS: M113A1 Opns MTT-SR-OBQ-2000.

4-30. Security assistance team request/call-up

a. Programmed. SAT requested 180 days or more before the desired deployment date are "programmed." The SAO will forward these requests to Director, SATFA ATTN: ATFA-R, Ft. Monroe, VA 23651-6267 and to CDR, SATMO, ATTN: AOJK-SA-SATD, Ft Bragg, NC 28310-5000 with info copy to HQDA (DASA (DE&C), 102 Army Pentagon, Washington, DC 20310-0102)).

b. Un-programmed. SAT requested within 180 days of desired deployment date are "un-programmed." The COCOM will endorse and forward these requests with justification to HQDA (DASA (DE&C)) for review and disposition.

c. See [figure 4-1](#) for the SAT request/call-up format.

d. The COCOM will endorse the SAT mission proposed by the SAO in the request (call-up). The SAO, COCOM and SATMO must approve the formal mission statement and any changes. SATMO will validate the mission statement before deploying the SAT. Only those indicated above have the authority to change a SAT mission.

e. OCONUS training and technical assistance may consist of up to three separate phases culminating in a single training/technical assistance effort: a requirements survey team (RST), a pre-deployment site survey (PDSS), and the primary SAT (MTT, TAT, TAFT, ETSS). Preferably, one of the two survey teams will deploy.

(1) *Requirements survey team.* The RST deploys one or more subject matter experts to help the SAO and the host country define the mission, duration, composition, and equipment/support requirements of the primary SAT and to assess the country's ability to support the SAT. The RST may also deploy to help the SAO assess the situation and define requirements for materiel, technical assistance or CONUS training.

(2) *Pre-deployment site survey (PDSS)/visit.* The SAT chief and or other designated team member(s) will normally visit the host country approximately 30 days prior to the SAT deployment to ensure that all preparations for the SAT mission are completed (billeting, equipment arrival, classrooms, training areas, vetting of trainees, etc.) prior to the team's arrival in country.

(3) *Security assistance team (SAT).* The SAT (MTT, TAT, TAFT, ETSS) consists of one or more subject-matter experts deploying as a result of a request for assistance by a purchasing country.

4-31. Extensions

Extension of the duration of a SAT constitutes a change to the U.S. grant program or to the FMS case. The SAO requests extensions with justification IAW AR 600-8-105, through the same channels as a SAT call-up. SATMO will not extend TDY for selected team members without the specific approval of the furnishing MACOM/agency and Human Resources Command (HRC) if over 179 days in duration.

4-32. Correspondence

All significant communications concerning SAT will include the SAO, COCOM, Army component command, SATFA, SATMO, furnishing agency, USASAC, and HQDA (DASA (DE&C)) as information or action addressees, as appropriate.

4-33. Country or area clearances

Since the SAT request initiates within the country and are approved by the COCOM, HQDA (DASA (DE&C)), and OSD, the SAT is exempted from processing for theater or area clearance requirements specified in [AR 55-46](#). However, the provisions of [DOD Directive 4500.54](#) apply and SATMO will coordinate special actions for clearance specified therein.

4-34. Passports and visas

The requirements outlined in AR 600-290 apply to SAT members. When establishing the desired arrival date for a SAT, the SAO must consider the time required to process applications for passports and visas (approximately 6 weeks).

4-35. TDY orders

SATMO will issue funded SAT orders IAW AR 600-8-105. Furnishing commands will follow the instructions on these orders, such as passport processing, immunizations, Soldier readiness, etc.

4-36. Team assembly

a. CONUS teams will assemble under the team chief at a location SATMO designates. SATMO will provide the SAO following information:

- (1) Estimated time of departure from CONUS.
- (2) Estimated time of arrival in the foreign country.
- (3) Travel information.

b. Personnel deployed OCONUS under the SA program as part of a SA team must attend the Security Assistance Training Team Orientation Course (SATTOC) conducted at Fort Bragg, NC. The CDR, SATMO, may grant constructive credit for SATTOC when the SAO and CDR, SATMO agree that is not required. Should CDR, SATMO and host country team not agree, CDR, SATMO will request constructive credit from HQDA (DASA (DE&C)).

4-37. Arrival or departure notice

The SAO will notify SATMO, SATFA, the furnishing agency, the COCOM, and HQDA (DASA (DE&C)) of the arrival and departure date of the SAT or members of the team, using the team identification number.

4-38. Personnel evaluation reports

a. [AR 623-105](#) (officers) and [AR 623-205](#) (enlisted) establish the requirement for personnel evaluations by grade.

b. In coordination with the SAO, SATMO will establish a rating scheme for PCS team members and team members on TDY for more than 90 days.

c. Unless otherwise specified in MOU/MOA, CDR, SATMO will be in the rating chain for all team chiefs.

4-39. After action report

a. Upon completion of an assignment and before departure, the chief of each SAT will prepare a report (see [fig 4-2](#)) on the effectiveness of the training presented and submit the original to the SAO. As appropriate, the SAO is encouraged to make progress reports on team performance to SATFA and SATMO.

b. The SAO will forward a copy of the SAT's evaluation and the after action report through the COCOM and the service component to HQDA (DASA (DE&C)) with information copies to SATMO, SATFA, USASAC, and to the chief of staff of each MACOM contributing to the composition of the team. On forwarding, the SAO will endorse the report and address any problems or make recommendations that are within the SAO purview. In the endorsement, the SAO will also evaluate the team's overall effectiveness and performance.

c. HQDA (DASA (DE&C)) will take action, as required, upon receipt of the comments of the SAO and COCOM.

4-40. Flight physicals for U.S. Army security assistance team members

a. Aviators will take annual flying duty medical examinations (FDME). The FDME normally occurs within a 90-day period before the end of the aviator's birth month. Occasionally, the local U.S. Armed Forces flight surgeon may grant thirty-day extensions. The FDME is a screening tool, and governing regulations do not require its completion in remote areas where medical personnel and/or equipment are not adequate.

b. The following options are available:

(1) Ideally, furnishing commands will not assign, and SATMO will not deploy aviators who will need an FDME during the deployment.

(2) Aviators being deployed on a SAT should use the 90-day period preceding the end of their birth month to schedule the FDME if it would otherwise fall within the time during which the SAT deploys.

(3) Aviators being deployed on a SAT may request a 30-day extension to the FDME, if appropriate.

(4) Aviators may request waiver of the requirement for an FDME according to [AR 40-501](#), paragraph 6-21. The SAO will exercise AR 40-501 authority to waive the FDME until such time as the aviator is assigned or attached to a military installation having a medical facility.

c. Army aviators deployed on SAT will not be authorized TDY to take the FDME.

Section VI

Security Assistance Teams

Department of the Air Force

4-41. Air Force security assistance teams and mobile training teams

a. Air Force Security Assistance Teams (SAT) will be deployed under the guidance of AFMAN 16-101 and this section.

b. A survey team should be programmed to deploy at least 120 days before the in-place date requested for a Mobile Training Team (MTT) unless otherwise justified by the SAO. The purpose of the survey will be to assist the SAO in defining the mission, duration, composition, and equipment or support requirements for the MTT, and to determine the country's ability to support the MTT. The follow-on team, will generally but not always, consist of survey team members. SAO should consider survey team requirements during programming. Surveys under FMS cases should be determined during the negotiation phase between the purchasing country and the USAF.

c. When planning to introduce a weapon system into a country for the first time, survey teams may be provided to determine the overall country requirements. SAF/IA-sponsored teams are designated as systems planning teams. Responsibilities for this type of team are contained in AFMAN 16-101. The system planning team will normally include training representatives on all surveys.

d. The training representatives will determine the parameters for operational and logistics training needs of the country. The following country capabilities will be surveyed:

(1) Operations, maintenance, and supply concepts.

- (2) Manpower and technical capabilities.
- (3) Interface of specialty system with U.S. Air Force AFSC.
- (4) Country training capabilities.
- (5) Student English language capabilities. The prerequisite ECL for training conducted by SATs is the same as established for CONUS training. If IMS do not meet the prerequisite ECL, a plan to attain the ECL in country must be developed. Requests for waiver of the minimum ECL levels will require an increase in the SAT duration to accomplish the mission. The use of interpreters is not recommended as it degrades the quality of the training. Interpreters will not be used in conjunction with flying training or other training where safety is a prime concern.
- (6) Requirements for peculiar equipment.
- (7) Number of personnel to be trained in each specialty.
- (8) Depot level training requirements.
- (9) Familiarization and qualification requirements.
- (10) Training milestone charts.

4-42. Mobile training team call-up

a. Team call-up must be requested independently from requesting price and availability, LOA acceptance, obtaining DSCA approval for IMET funding, or programming the requirement under the IMETP. The SAO will initiate a request for call-up of an MTT at least 120 days before the desired in-place date, as follows-

(1) Send message to AFSAT RANDOLPH AFB TX// with an information copy to OSAF WASH DC//IAPX//, HQ AFMPC RANDOLPH AFB TX//DPMRPP4//, the air component command and the unified command. If teams are from either DISAM, DIMO, or DLIELC, those activities should be information addressees instead of AFMPC.

(2) Team members must be notified as early as possible to allow for preparation and mandatory pre-deployment training. Mandatory pre-deployment training includes area orientation and antiterrorism training. The call-up must include an MTT request if not previously provided. (See fig 4-1 for format and SAMM Fig C10.F1)

b. The SAO will provide necessary support; for example, transportation, office supplies, and housekeeping items not available from the local economy. Mobile training assistance will not be furnished if the necessary support is not available. Before deployment of personnel, the SAO will notify the implementing command that the necessary support and equipment are available. If the SAO is unable to make this determination, survey assistance should be requested. Under no circumstances should personnel arrive in a foreign country and be unable to perform the mission due to lack of advance support planning.

4-43. Field training detachments

The administration of the field training program is described in AFI 36-2201.

a. Call-up of Field Training Detachments (FTD) to perform TDY as an MTT follows the same requirements and procedures for requesting and programming MTT.

b. Personnel provided as a part of an FTD are subject to the guidance outlined for MTT.

4-44. Ferry crews

USAF ferry crews are not considered to be MTT and do not provide transition or refresher training. If transition or refresher training is required after delivery of aircraft, the appropriate mobile training assistance must be requested, programmed, and approved.

4-45. Extensions

Any extension of the length of TDY for MTT members constitutes a deviation and must be submitted by the SAO to AFSAT under current deviation procedures for IMET, or an amendment to an FMS case, when applicable. Parent organizations providing MTT personnel will not extend team personnel TDY without the specific approval of AFSAT.

4-46. Restrictions

IMS on duty with USAF organizations will not be used as members of USAF MTT (for example CAO, foreign airmen, or personnel). Team members must be U.S. citizens. SAO will not change nor will team members deviate from the team mission as outlined in the call-up without prior approval by AFSAT.

4-47. Substitutions

Commanders required to furnish MTT personnel are authorized to substitute U.S. Air Force airmen or officers one grade higher or one grade lower than those requested if necessary to meet the other specified qualifications.

4-48. Team after action report

The senior member designated as the team chief of each MTT, CONUS or overseas, is required to submit the team after action report. The report will be prepared as outlined in figure 4-3.

Evaluations are conducted as follows-

a. Initial report. Initial evaluations may be submitted via electronic message or letter to AFSAT, with information copies to the SAO, SAF/IAPX, DSCA, the unified command, air component command, and furnishing command.

b. Final report. The team chief will submit final report to the SAO, with information copies to SAF/IAPX, AFSAT, DSCA, unified command, air component command, and furnishing command upon completion of the team mission. The SAO will endorse the report and forward it to AFSAT, with copies to the same information addressees. Final report will normally be prepared before team chief departure from country. If this is not possible, the team chief will orally brief the SAO on the team's effectiveness and will prepare the written report within 10 days of departure from country. When the period of TDY is less than 8 weeks, the initial and final reports may be combined and submitted upon completion of the mission.

c. Progress report. Progress reports are submitted immediately when difficulties arise that will have an impact on the successful completion of the mission or schedule. Progress reports may be submitted via electronic message to the agencies in paragraph (a) above.

4-49. Contractor field services/Air Force engineering and technical services / language training detachments

a. Contractor Field Services (CFS). (1) All CFS requirements under IMET sponsorship must be justified to and approved by DSCA before programming.

(1) Determination under the FAA, as amended (section 635(h)), permits obligation of current FY IMET funds for CFS that extend into the succeeding FY.

(2) All requests for CFS will include a checklist for contractor training (See fig 4-3 for checklist.)

(3) The SAO will prepare and submit an effectiveness report for CFS upon completion of the mission according to AFMAN 16-101.

b. Air Force Engineering and Technical Services (AFETS).

(1) Staffing and administration for AFETS will be as prescribed for ETSS. (See fig 4-3 for format)

(2) AFETS will be identified under the training MASL in an FMS case. AFETS not provided in conjunction with a system sale, will be assigned "T" case designator.

(3) The team chief will prepare and submit effectiveness reports according to AFI 16-103.

c. Language Training Detachments (LTD).

(1) Requests for LTD will be forwarded from the SAO in the same manner as requests for MTT. Each request should include the same information as that provided in requests for FTS. (See fig 4-3.)

(2) The SAO must request call-up of LTD at least 120 days ahead of the projected in-place date.

(3) LTD will prepare report reports according to AFI 16-103.

4-50. Team preparation

Teams will normally be scheduled to attend area orientation and antiterrorism training course at the USAF Special Operations School (USAFSOS) before deployment. Arrangements for training will be made by AFSAT. Teams from DISAM and follow-on teams that can be briefed adequately by the furnishing unit or command will be exempt from attending USAFSOS if deploying to a low-threat country.

4-51. Disclosure review

- a. *Unclassified training.* The training content must be reviewed for releasability before the team deploys. The furnishing MAJCOM will ensure that the review is accomplished.
- b. *Classified training JSCET, Chapter 8.* applies.

4-52. Air Force security assistance training , extended training service specialist & long-term deployment budget call

Each year, Extended Training Service Specialist (ETSS) teams and LTD are required to provide AFSAT with their upcoming budget requirements. These reports are due to AFSAT/FM and AFSAT/TOI (Teams Office) by the 1st week of September. To obtain electronic copies, complete the following steps:

- a. AFSAT will make available electronic copies of the Budget Call forms at "https://www.aetc.af.mil/afsats/afsats_fr.htm".
- b. Select button "Budget Call",
- c. Open and save to your computer
- d. Please do not try to save on the AFSAT web site
- e. These forms will be updated yearly, no later than 15 August

Section VII

Department of the Navy (USN, USMC, USCG)

4-53. Mobile education teams

Mobile Education Teams (MET) are provided primarily under EIMET programs in a seminar/educational forum in host countries taught by designated activities referred to as MET providers.

- a. Programming procedures:
 - (1) NETSAFA is the Training Management Activity for all USN and Defense Institute for International Legal Studies MET, and USCG is responsible for all USCG MET. MET should be programmed at the annual Combatant Command TPMR. Otherwise a message should be submitted by the SAO to the NETSAFA OR USCG Headquarters (G-CI) (as appropriate) no later than 120 days prior to the requested start date. The format for requesting a MET is provided in Figure 4-2 in the general section of this chapter. DSCA, the Combatant Command, Navy IPO and the MET provider should be copied on this correspondence.
 - (2) MET providers and SAO will be responsible for verifying programming entries on the SAN Web. If there are discrepancies, the MILDEP should be notified immediately.
- b. SAO responsibilities: SAO must ensure that the necessary technical support and instruction facilities are available and that participants in the MET meet the provider's requirements. The SAO will provide logistical support, which includes the following:
 - (1) Determine MET location, i.e. hotel or host country facility.
 - (2) Make reservations for lodging and arrange transportation (if applicable).
 - (3) Lecture room containing seats and tables for each class member, faculty, and visitors.
 - (4) Discussion rooms.
 - (5) Overhead projector, screen, power outlets, chalkboard/wetboard, transformers, extension cords, adapters, computer projector, and other requirements as indicated by the provider.
 - (6) Reproduction, clerical assistance.
 - (7) Interpreter support, if required.
 - (8) Ensure speakers (Ambassador, DCM, MOD, MOJ, etc.) are arranged for opening/closing.
 - (9) Advise appropriate uniforms/civilian attire for receptions, etc.
 - (10) Country clearance and assistance in procuring lodging.

(11) Receive course materials from MET provider and ensure they are placed at the conference site the weekend prior to course start date.

(12) Provide list of attendees (name/rank/service) to the MET provider and to NETSAFA or USCG Headquarters (G-CI) (as appropriate) two weeks prior to MET.

(13) Advise MET provider of estimated in-country costs for authorized expenses in call-up message and more well defined estimate 90 days prior to MET.

(14) Brief MET personnel upon arrival in foreign country on the following topics:

- (a) Training objectives
- (b) Political situations
- (c) Social customs
- (d) Guidelines for official and personal associations with foreign personnel
- (e) Currency control
- (f) Logistics support
- (g) Administrative support
- (h) Legal status in relation to the foreign country

(15) Upon completion of the MET, the SAO will notify the NETSAFA or USCG International Affairs (G-CI) (as appropriate) via e-mail or message the arrival and subsequent departure date of the MET after completion.

c. MET Provider actions. All significant communications concerning the MET especially information concerning dates, costs, participants and confirmed programming, will include the SAO, the Combatant Command, the MET provider, and NETSAFA OR USCG International Affairs (G-CI) (as appropriate). Once a MET is requested, the MET provider will communicate directly with the SAO. The provider will send requirements to the host country no later than 15 days after receiving the request.

d. MET provider responsibilities:

- (1) Confirm dates for the MET and provide cost estimates to the NETSAFA OR USCG International Affairs (G-CI) (as appropriate).
- (2) Request country/area clearances.
- (3) Coordinate instructors and class schedule.
- (4) Conduct course.

e. MET Team Chief actions: The team chief is authorized direct communication with the SAO. While in the foreign country, the team chief will work closely with the SAO to resolve problems. Problems that cannot be resolved at the local level will be reported to the service NETSAFA OR USCG International Affairs (G-CI) (as appropriate) On completion of the team's mission and before departure from the foreign country, the team chief will orally brief the appropriate SAO authorities on the effectiveness (e.g. positive and/or negative comments) of the MET.

f. Reporting Procedures:

(1) Monthly summary reports of planned MET whether programmed on the STL or not, will be provided by each MET provider to the NETSAFA OR USCG International Affairs (G-CI) (as appropriate) and will include the following information: Country, Start and End Dates, Phase, Estimated Cost (when available), MASL Number, WCN, and Location.

(2) After Action Reports. Upon completion of the MET, the MET provider will submit an After Action in the format provided in figure 4-3. This report should be prepared within 30 working days of mission completion. A copy of this report should be provided to DSCA, the Combatant Command, the SAO/Embassy, Navy IPO, and NETSAFA OR USCG Headquarters (G-CI) (as appropriate). A list of attendees must be included.

g. Funding Procedures. Final in-country cost estimate will be submitted to the MET Provider by the SAO no later than 90 days prior to the scheduled start of the MET. Final MET provider cost estimate will be submitted to the NETSAFA OR USCG International Affairs (G-CI) (as appropriate) and the SAO no later than 60 days prior to the scheduled start of the MET. The NETSAFA OR USCG International Affairs (G-CI) (as appropriate) will provide a funding document to the MET provider 15 days after receipt of the cost and corresponding confirmation dates from the MET provider.

(1) Authorized Expenditures:

- (a) Airline costs.

- (b) Per diem (Meals & Incidental Expenses (M&IE) and lodging.
- (c) Course cost (includes curriculum development as well as MET delivery).
- (d) Civilian/Contractor Labor.
- (e) Guest Speaker Honorariums (\$250 per day limit per speaker).
- (f) Translation of material costs.
- (g) Miscellaneous (printing costs, excess baggage, rental car, FEDEX/DHL costs).
- (2) In-Country authorized expenditures:
 - (a) Facility rental.
 - (b) Working lunch (in accordance with M&IE rates listed in the JTR).
 - (c) Morning and afternoon breaks.
 - (d) Interpreter support (minimum 2 simultaneous; add 2 more for discussion problems).
 - (e) Translation equipment.
 - (f) Duplication of materials.
 - (g) Projector/computer for overheads.
 - (h) Translation of materials (if not accomplished by MET provider).
 - (i) Air Travel. Air travel will be in accordance with the JTR.
- (3) Cancellation Policy. Navy IPO annual cancellation policy message addresses cancellation fees for MET. In general, a MET that has been programmed, requires DSCA approval for cancellation and countries are liable for any charges incurred.
- (4) Medical Services. If a team member requires routine or emergency health services and does not have ready access to the U.S. Embassy health unit or the service required is not available at the health unit, the IMETP or the FMS case (if it includes a medical line) will be responsible for:
 - (a) Cost of the treatment in-country
 - (b) Cost of transportation to the nearest appropriate U.S. military treatment facility. The U.S. Embassy's regional medical officer will make referral decisions. If there is not enough money in the FMS case or the IMETP to cover expenses, the FMS case or the IMETP will be amended to include these costs.
- h. Regional MET. A regional MET is coordinated with the MET provider and programmed by NETSAFA or Coast Guard International Affairs (G-CI) at the annual TPMR. Responsibilities are similar to other MET with the following differences:
 - (1) After receiving a reply from the MET provider acknowledging proposed MET and timeframe and/or programmed in STL, either the SAO or the Combatant Command will notify all countries in the region requesting participation. If the minimum class size (as coordinated by the MET provider and SAO) is not met, the host country will be expected to provide additional students. Since tuition costs per student will be determined by dividing the total MET cost (e.g. instructor travel, conference fees, etc.) by the number of participants, class size should be determined NLT 30 days prior to course commencement.
 - (2) If a student is scheduled to attend a Regional MET and has been included for purposes of course pricing, student cancellation charges will be 100% unless student's country can provide a substitute.
 - (3) Approved costs include: travel, cost of lodging, meals and incidentals (in accordance with the JTR), and proportionate course cost. Charges will be made to the appropriate IMET program for students who participate from invited countries.
 - (4) Fund cite for travel will be provided by NETSAFA to the SAO in invited countries.
 - (5) SAO with students attending from other countries should:
 - (a) Provide names of vetted prospective students to the host SAO, MET provider, and the NETSAFA OR USCG International Affairs (GCI) (as appropriate) two weeks prior to the scheduled start of the MET.
 - (b) Coordinate payment of authorized living expenses with SAO in host country. Advance payment to students prior to departure if requested by SAO in host country.
 - (c) Issue ITO and provide copies to all concerned.
 - (6) The SAO in the host country must:
 - (a) Reserve lodging for visiting students as well as for the instructors teaching the course.
 - (b) Advise the MET provider with in-country expenses (to include lodging for participating students), working lunches, translator, etc.).

(c) Coordinate with the SAO from other countries regarding information on visas, flight itineraries and transportation from the airport.

(d) Pay approved costs of lodging, pay approved cost of meals and incidentals in accordance with the JTR for the city where training is conducted (deduct meals that are provided by other sources) to each student from visiting countries from the fund cite issued by the MET provider. If unable to pay directly, coordinate with SAO in participating countries to determine advance payment amounts.

(e) Provide a complete vetted roster of students to the MET provider, NETSAFA and the NETSAFA OR USCG International Affairs (G-CI) (as appropriate) one week prior to the scheduled start of the MET.

(f) Provide disbursement vouchers to the MET provider within 30 days of completion of the MET. SAO in participating countries is authorized to issue a travel advance in the amount recommended the SAO in host country or MET provider.

(g) If MET is funded by CTFP, provide SO/LIC via COCOM a total cost estimate (MET provider cost, all in-country costs, and round-trip travel, lodging, meal and incidental costs for all participating students.)

i. CONUS E-IMET Training in conjunction with a MET. Requirements for CONUS planning E-IMET Training are submitted at the same time as the requirements for a survey/assessment. The CONUS normally contains a mix of content and planning. Planning. Participants should be programmed using individual WCN and ITO. Participants should leave the CONUS planning with a clear idea of where the provider and the country will proceed with future training.

(1) The SAO responsibilities are to:

(a) Request programming.

(b) Identify candidates and coordinate dates with E-IMET provider.

(c) Make airline reservations and assist with visas.

(d) Issue ITO after receipt of authority from NETSAFA.

(e) Provide students with standard briefing before attending training in the U.S.

(f) Provide MET provider with arrival information.

(2) The training activity responsibilities are to:

(a) Schedule course dates with SAO.

(b) Keep NETSAFA or MILSVC informed when communicating directly with SAO.

(c) Coordinate instructors and class schedule.

(d) Make reservations for lodging and arrange transportation.

(e) After receipt of funding from NETSAFA, pay expenses of delegates.

(f) Conduct course.

(3) Upon completion of course, submit an After Action Report as shown in figure 4-3, within 30 days to DSAA, Combatant Command, SAO/Embassy, Navy IPO, OSD, and the NETSAFA or USCG International Affairs (G-CI) (as appropriate).

(4) The NETSAFA or MILSVC: Program MET so that it can be seen in the SAN Web.

(5) NETSAFA:

(a) Provide ITO authority to SAO

(b) Enter financial data in STL/ISTL

(c) Provide funding document to MET provider

4-54. U.S. Navy teams

a. NETSAFA will act as the central reviewing authority for all U.S. Navy MTT requests. Upon receipt of the call-up for an MTT, NETSAFA will issue the details necessary for team organization and deployment. This will include, but is not limited to, cost estimates, funding data, country background, general administrative instructions, logistics information, travel and transportation requirements and other information essential to the accomplishment of the team mission. An ETSS is processed similar to a MTT except that the length of time requires PCS. Billets must first be in place to support the team and the process to establish the billets and identify personnel requires a minimum of 18 to 24 months.

b. NETSAFA will coordinate with Navy commands to find team personnel, designate a furnishing activity, designate the team chief in writing and provide a Letter of Instruction (LOI) for the team. The furnishing activity will normally be designated as the command responsible for

team assembly. NETSAFA will provide the necessary funding data or appropriate documentation to commands issuing TAD orders for MTT personnel.

c. The furnishing activity will prepare team orders according to existing NMPC or BUPERS instructions using accounting data furnished by NETSAFA. Country, area or personnel clearance(s) required by the JTR will be submitted by the furnishing activity.

d. NETSAFA will specify required training prior to deployment and will specify where team or the team chief will travel to provide briefing and or debriefings. This could include NETSAFA, Washington, DC commands or the Combatant Command.

e. The SAO will notify the furnishing activity, Combatant Command and NETSAFA by message of the arrival and departure of the team or team members. The SAO will also prepare a report on team performance and mission accomplishment. This report can be an endorsement on the team chief's After Action Report, or prepared separately. The report should be mailed to NETSAFA, copy to Navy IPO and the furnishing activity. For teams deployed over 90 days the SAO or a MILGP officer senior to the team chief, shall prepare a concurrent personnel evaluation concerning the team chief and forward it to the command officer of the furnishing activity.

f. Upon completion of an assignment, the team chief of each team will prepare an After Action Report as shown in figure 3-4, on the effectiveness of the training presented. This report should be prepared within 30 working days of mission completion and forwarded to NETSAFA via the furnishing activity, copies to the SAO and Navy IPO. For a team deployed over 90 days, the team chief shall prepare a concurrent personnel evaluation on all team members and forward it to the commanding officer of the member's furnishing activity.

4-55. Ship transfer MTT

MTT associated with the transfer of a U.S. Navy ship to a foreign country by either sale, loan, or lease will be governed by the same general rules as listed in this chapter. Due to the differing nature in certain aspects, however, the following additional guidance is provided:

a. A ship transfer MTT is normally drawn from members of the crew of the U.S. Navy ship being transferred to take full advantage of the knowledge and expertise of these personnel with regard to the particular ship. The MTT will be under the administrative control of the type commander transferring the ship. This approach will be used in all cases where practicable. For ships being taken from the inactive fleet or from new construction, BUPERS will be tasked with selecting the required personnel. Every effort will be made to avoid depleting fleet personnel resources.

b. When an MTT is required to report to a location in a foreign country for embarkation aboard a foreign ship, extreme care will be exercised in the preparation of orders. Specifically, the MTT should be ordered to report to a U.S. activity such as an SAO for onward routing to the ship. Members of the team may be housed in a foreign shipyard or ashore at a foreign naval activity while waiting to board the ship. The SAO will incorporate this in the call-up message so that orders issued to the MTT may be comprehensive in nature.

c. In cases where an MTT reports in a foreign country for duty as a shipyard MTT, it is incumbent upon the SAO to ensure that a workable system for the delivery of mail to the team is instituted.

d. MTT members should be designated and assembled at a central location for shipboard MTT, whether embarkation is to be in the United States, in a foreign country, or at an overseas location. It is recommended that the MTT report to the appropriate fleet commander approximately 2 weeks prior to CONUS departure or boarding.

e. MTT members should, where feasible, be volunteers. Experience has shown that non volunteer MTT members required to board a foreign ship, subsist in a foreign mess, live in non-U.S. Navy quarters, and accommodate themselves to foreign ship routine, frequently create problems for themselves, the team, the foreign navy, and the U.S. Navy.

f. Enlisted members of ship transfer MTT should be of a senior rate (chief petty officer or petty officer first class) if feasible.

g. The mission of the MTT is to assist the commanding officer in the training of the crew. An MTT should also be prepared to do the following-

- (1) Supervise the maintenance or repair of equipment essential to the training mission.
- (2) Participate in the Supply Overhaul Assistance Program (SOAP).

- (3) Schedule formal instruction.
- (4) Ensure that work done by shore facilities is correct.
- (5) Train the ship's company in the maintenance and operation of their equipment.
- (6) Supervise and conduct team training.
- (7) Act as a liaison between the ship, shore facilities, and other ships and activities as required for successful completion of the mission.
- h.* If a ship is being transferred from an inactive status, the MTT should comprise personnel from the same class of ship, so they will be familiar with the equipment on which they will be providing instruction. For example, ensure that engineering personnel are familiar with the propulsion plant on the ship being transferred (for example, 600-psi plant personnel should not be assigned to train on a ship with a 1200-psi plant).
- i.* If possible, at least two officers will be assigned to a shipboard MTT. One officer will be experienced in operations and one in engineering. Operations experience is necessary, as the ship will come under the control of different commands requiring an officer familiar with operation orders, movement orders, movement reports, and logistic requests. The major materiel problems encountered will usually be in engineering; therefore, an officer with engineering experience will be an extremely valuable asset.

4-56. USMC teams

Security Cooperation teams from the Marine Corps are in high demand. Requests for Marine Corps assistance come from a variety of sources that have different execution requirements.

- a.* Teams requested by the Combatant Commands
 - (1) Teams deploying under Title 10 authorities
 - (a) Teams deploying under Title 10 authority will generally follow the process associated with requests for forces. The Marine Corps will staff and fill these teams in accordance with the Joint Staff tasking and apply USMC guidance.
 - (b) The Combatant Commander may direct the Marine Component to execute some specific Title 10 programs, (such as the Regional Defense Counter Terrorism Fellowship Program (CTFP)) and will not necessarily use the force request process. In this case procedures for deployment under Title 22 should be followed.
 - (2) Teams deploying under Title 22 authorities
 - (a) Teams requested by the Combatant Commands under Title 22 authority normally originate from the Combatant Commander's Security Assistance Officer (SAO) in the country where the team will operate.
 - (b) The SAO makes requests directly to the Service execution agency. For Marine Corps teams, requests should be directed to the Security Cooperation Training and Education Center. The teams may be sourced from the assigned forces of a component, or from the supporting establishment.
- b.* The following contains the general policy and procedures for requesting, staffing, and deploying security cooperation teams under Title 22 Authorities.
 - (1) The Combatant Commander or his SAO initiates a "call-up" message via official correspondence (DMS, official letter) no later than 120 days before the requested deployment date for teams planned during annual planning sessions such as TPMR, regional working groups or similar meetings, or 180 days before the requested deployment date for unscheduled, impromptu teams using the format and instructions further outlined in Figure 4-2 of this regulation.
 - (2) The call-up must be addressed to CG SCETC MCCDC. At a minimum, information copies must be provided to the combatant commander, the regional MARFOR, the Deputy Commandant for Plans, Policies and Operations (both Director Operations (PO) and Director, Strategy and Plans (PL)); Commander, Marine Forces Atlantic (G3-5-7); and the Director, Intelligence (IOC).
 - (3) Upon receipt of the request, CG SCETC MCCDC will conduct a mission analysis to identify requirements, including the possible use of contracted trainers. Simultaneously, PLU will validate the request with the regional component commander and the appropriate HQMC staff sections to ensure acceptability, suitability, and feasibility. PLU will then present the results to the Deputy Commandant for Plans, Policies and Operations (DC, PP&O) for decision. If approved by

DC, PP&O, PLU will issue a CMC validation statement directing execution to the relevant commands and activities.

(4) Once approved, the SAO and regional component commander coordinate directly with CG SCETC MCCDC to identify team composition. The Deputy Commandant, Manpower and Reserve Affairs using Individual Augmentation procedures, will globally source team members not sourced by the regional MARFOR. CG SCETC MCCDC, via CG TECOM G-1, is responsible for submitting the request for global sourcing through the Manpower Requirements Tracking Module (MRTM) referencing the PLU validation and the DC, PP&O decision.

c. Teams Requested by the Marine Forces Regional Component

(1) These procedures apply to security cooperation events in support of both the Combatant Commander's and the MARFOR TSCP. When a MARFOR event, initiated internally, directed by the combatant commander, or re-directed from the SAO cannot be accomplished using assigned forces or through the force request process, the MARFOR submits a Feasibility of Support (FOS) message via DMS to either Marine Forces Atlantic or Marine Forces Pacific, as appropriate, depending on the support required from forces assigned to those commands. This message will include, at a minimum, the following info addressees: CMC WASHINGTON DC//PPO/PO/PL/PS/I// and CG SCETC TECOM QUANTICO VA//

(2) Marine Forces Atlantic or Marine Forces Pacific will staff and coordinate sourcing to include requesting feasibility from the Service supporting establishment, if necessary. If the mission is feasible, Marine Forces Atlantic or Marine Forces Pacific, as appropriate, assembles and deploys the team using TAD/TDY or deployment orders as required. If sourcing is not feasible, the request is returned to the regional MARFOR who can reengage with the combatant commander for other sourcing options.

(3) CG TECOM SCETC involvement is critical in this process if the event is to be executed under Title 22 authorities. CG TECOM SCETC has reporting, accounting, billing and other requirements to properly account for and support teams deploying under Title 22.

d. Teams Supporting Military-to-Military (Mil-to-Mil) and Subject Matter Expert Exchange (SMEE) activities Authorized by 10 USC 168

(1) The procedures for these events are very similar to MARFOR initiated security cooperation teams.. However, the individual or individuals conducting the mission deploy under individual TAD orders vice unit deployment orders.

(2) If the MARFOR cannot accomplish the Mil-to-Mil or SMEE mission with assigned forces and desires Marines to conduct the event, they initiate a FOS message to the most appropriate source: CG SCETC MCCDC (for MCCDC/TECOM assets), Marine Corps Systems Command (for systems and logistics experts), Marine Forces Atlantic (for operating forces), Marine Forces Pacific (for operating forces), and Marine Forces Reserve (for reserve forces), or a HQMC Department (for HQMC experts).

4-57. USMC team deployment

a. Team deployment is a detailed process that normally consists of several phases: planning, pre-deployment, deployment, and post-deployment activities. CG SCETC MCCDC will direct, coordinate and manage all phases of team deployment in coordination with the regional MARFOR and MARCORSYSCOM, as appropriate.

(1) The planning phase of team deployment normally includes a pre-deployment site visit. CG SCETC MCCDC deploys a survey team to refine mission requirements. A Letter of Instruction (LOI) published by CG SCETC MCCDC and appropriate standing operating procedures guide survey team actions. Initial planning is revised based on survey team results.

(2) During the pre-deployment preparation phases, the team assembles under the direction of the team chief and accomplishes all actions required to prepare for the conduct of the required instruction. Normally, teams will assemble at CG SCETC MCCDC. If team assembly is at another location, CG SCETC MCCDC will coordinate with the command or activity concerned. This command or activity will be fully responsible for providing all required support to the MTT assembling at that location. During the pre-deployment phase, administrative processing will be accomplished and verified, team equipment will be assembled, training material will be prepared, prescribed pre-deployment training will be accomplished, and appropriate transportation will be

arranged. Team actions during this and subsequent phases are guided by a LOI published by CG SCETC MCCDC, and appropriate standing operating procedures.

(3) During the deployment phase, the teams deploys to the host country to conduct the requested training. Upon arrival, the team coordinates with the appropriate country team members, and prepares to conduct training. The training site is established, final arrangements are verified, and final preparations are completed. Training is conducted according to the guidance provided by the country team. Prior to the team's return, appropriate country team personnel are debriefed on the training accomplished. The team then returns, normally to the location from which it deployed.

(4) During the post-deployment phase, the team turns in any temporarily loaned equipment, completes administrative requirements, prepares the After Action Report, and members then return to their home stations. CG SCETC MCCDC will specify if all team members, or only certain members will be required for post-deployment briefings.

b. Administrative and logistical support for deployed teams is provided by the command to which the team is assigned for operational and administrative control. CG SCETC MCCDC will provide additional assistance to deployed teams as required. Orders will be written by the team members' parent commands according to instructions and utilizing accounting data provided by their deployment order. Transportation arrangements will be made by the Command to which the team is assigned for operational control. Such arrangements will be coordinated with CG SCETC MCCDC.

c. All message traffic providing exact details of team movement (such as flight numbers, arrival dates and times) will be classified at the confidential level as a minimum.

d. The SAO will notify CG TECOM SCETC of the arrival and departure information for the team or individual members of the team. Information copies will be provided to PLU, the Marine Component Commander and the Combatant Commander.

e. The Team Chief will make periodic situation reports outlining the team's progress. The format and schedule for these reports outlined in the team chief's LOI.

f. Upon completion of the mission, the team chief will prepare an After Action Report on the effectiveness of the training presented. The SAO will prepare a similar report on team performance and mission accomplishment. Team chief reports will be forwarded to CG SCETC MCCDC via the command or activity providing the team. SAO reports will be forwarded directly to CG SCETC MCCDC.

g. Per MCO P1610.7E, the parent organization of each team member will prepare a TAD (TD) fitness report when the member detaches from the command to deploy on the MTT. CG SCETC MCCDC will assist in coordination with the SAO, when required.

4-58. USCG exportable maritime teams

a. USCG Mobile Maritime Teams provide training in all USCG mission areas and are tailored to the host nation's needs. USCG unique mission capabilities and techniques are focused on development of skills to meet the challenges of global maritime security. For example, USCG Military Law Enforcement (MLE) training equips partner nation maritime services to respond to security threats associated with trafficking in persons, drugs or WMD. Discussion with USCG International Affairs (G-CI) staff can align appropriate capabilities to global strategic objectives. The USCG can deliver a complete package of training to small groups, multi-agency audiences or several countries in a regional forum.

b. Training provided by a MET/MTT is conducted in English and is usually available in Spanish. When requested the USCG will coordinate with the host country to arrange for interpreters and the translation of course materials to conduct the training successfully. USCG training is provided on an unclassified basis only.

c. Requests for USCG maritime training teams normally originate from the SAO during the TPMR process. Training objectives, proposed date(s) and source of funding must be included in the request. Descriptions of course content are available in the USCG International Handbook (ITH). Course content can be tailored to meet a host nation's specific needs, based on skill levels, prior training, local conditions or capabilities to meet specific maritime strategy objectives. Specific requirements not address in the ITH should be addressed with USCG International

Affairs (G-CI) staff to determine feasibility and appropriate course deliver. G-CI will evaluate the requirement, provide estimate of cost, specific support needs and possible date for completion.

d. Off cycle requests may be submitted at any time during the year directly to USCG International Affairs (G-CI) for consideration and possible inclusion in the annual training schedule. Due to the fact that a schedule is nominally complete at the end of the TPMR cycle, SAOs are encouraged to forecast all team requirements during their respective TPMR.

e. Of special note is source and receipt of funding. The process for each specific fund source varies as does the length of time required for student vetting and sponsoring agency approvals. Care must be given to incorporate these requirements into the planning process. Funds not received at least 30 days in advance of mission date could cause cancellation of mission as travel arrangements and country support requirements such as translators cannot be accomplished prior to receipt of funding. Due to limitations posed by potential CRA on availability and release of funds, requests funded from multi-year sources (e.g. FMF) should be programmed during the 1st quarter of a fiscal year.

f. After review and coordination between the SAO and G-CI staff to determine feasibility, availability of appropriate skill sets, and requested training dates, staff will compile the annual training schedule. Requests received after the schedule is compiled will be filled as availability of teams allows.

g. G-CI also sources all Subject Matter Experts (SME) and Combatant Command Initiatives (CCI) requests subject to available resources and based on alignment of strategic objectives.

h. Technical Assistance Field Team (TAFT), Technical Assistance Team (TAT), Maritime Advisor/Maritime Needs Assessment (MNA)

(1) A TAFT/TAT is a unique and economical method to provide on-going assistance that may be used to develop regional maritime goals and objectives. As an example, USCG provided a TAFT funded by an FMS case to provide service and assistance in the operation, maintenance and repair of equipment to specific Caribbean regional nations. This concept may be applicable in other developing maritime regions. As the process to coordinate funding, host nations needs, strategic objectives, phases and desired outcomes is complex, a request for a TAFT/TAT must be submitted directly to G-CI for implementation. Depending on the circumstances surrounding the creation of a team, the time frame necessary to stand up each TAFT/TAT may vary and be somewhat lengthy.

(2) Additionally, USCG receives many Ambassador requests for long term assistance in the form of a Maritime Advisor for development of a new coast guard. In general, a Maritime Advisor would craft multiyear requirements based upon analysis of host nation training, personnel, material and missions. Initiation of a new training relationship with the USCG, creation of a new host nation maritime service, or significant mission changes in existing missions may necessitate a Maritime Needs Assessment. The Assessment will yield a "road map" for the development of a new coast guard, develop specific mission capabilities or assist in the integration and development of communications between the various host nations' agencies responsible for portions of coast guard-like functions.

(3) TAFT/TAT both requires the establishment of a baseline in personnel, skills, equipment, facilities and assessment of legal authorities. To enable the gathering of relevant data, the USCG recommends SAO schedule an MTT to do a maritime assessment. This team is composed of a variety of specific skills including training, legal and maritime security to determine requirements through observation and extensive discussions with U.S. Embassy and host nation maritime personnel. This assessment is the first step to identify capabilities, validate a need for a Maritime Advisor or determine other methods to meet host nation needs. The assessment will also make recommendations for follow on training requirements to be provided over a period of time. USCG International Affairs (G-CI) staff will work with SAO to develop a strategic, phased and outcome based strategic plan to meet identified needs.

Request for Mobile Education Team (MET)

SAO submits requests for MET (120-day lead time required) in the following format to the MILSVC, copy to DSCA, the Unified Command and the MET provider

1. MET identification. Name of MET provider and phase of training requested.
2. Duration. Indicate duration of the mission in weeks.
3. Team restrictions. Reflect any required limitations or exclusions on the type of personnel, uniforms, equipment or methods of instruction.
4. Mission. Provide in detail the scope of instruction the team is to conduct.
5. Training goal. Include a statement of the results the team effort is expected to achieve. Provide justification for the team in terms of its effect on the security assistance objective. Do not restate the team mission.
6. Personnel to be trained. Indicate number of International Military Students (IMS) by officers, enlisted personnel, and civilians.
7. Summary of host capabilities.
8. Availability of training aids/technical support.
9. Interpreter support.
10. Training location.
11. Desired in-country arrival date.
12. Type of facilities available for training and billeting.
13. In-country transportation. Indicate the means of in-country transportation to be provided
14. to or from billeting, duty location, and dining facilities or specify rental car requirement/availability.
15. In-country cost estimate for authorized expenses.
16. Facilities. Indicate the availability of medical, dental, shopping, and laundry facilities.
17. Confirmation of country team approval.
18. Additional information. Include any important data requiring more emphasis or containing information useful to the MET provider. When applicable, data should be included such as sensitive areas, subjects to avoid, taboos, and personalities involved. If this data requires classification or special handling, it may be attached to the request as an annex. Include additional data such as availability of monetary facilities in the foreign country for converting personal funds, procedures, and numbers to be used for telephone contacts. Include reference to any previous team effectiveness evaluations that contain data pertinent to this request.
19. SAO point of contact. Indicate name, grade, DSN and commercial telephone numbers, e-mail address, message and mailing addresses for the SAO.
20. Additional information as applicable.
21. MET identification. Name of MET provider and phase of training requested.
22. Duration. Indicate duration of the mission in weeks.
23. Team restrictions. Reflect any required limitations or exclusions on the type of personnel, uniforms, equipment or methods of instruction.
24. Mission. Provide in detail the scope of instruction the team is to conduct.
25. Training goal. Include a statement of the results the team effort is expected to achieve. Provide justification for the team in terms of its effect on the security assistance objective. Do not restate the team mission.
26. Personnel to be trained. Indicate number of International Military Students (IMS) by officers, enlisted personnel, and civilians.
27. Summary of host capabilities.
28. Availability of training aids/technical support.
29. Interpreter support.
30. Training location.
31. Desired in-country arrival date.
32. Type of facilities available for training and billeting.
33. In-country transportation. Indicate the means of in-country transportation to be provided to or from billeting, duty location, and dining facilities or specify rental car requirement/availability.
34. In-country cost estimate for authorized expenses.
35. Facilities. Indicate the availability of medical, dental, shopping, and laundry facilities.
36. Confirmation of country team approval.
37. Additional information. Include any important data requiring more emphasis or containing information useful to the MET provider. When applicable, data should be included such as sensitive areas, subjects to avoid, taboos, and personalities involved. If this data requires classification or special handling, it may be attached to the request as an annex. Include additional data such as availability of monetary facilities in the foreign country for converting personal funds, procedures, and numbers to be used for telephone contacts. Include reference to any previous team effectiveness evaluations that contain data pertinent to this request.
38. SAO point of contact. Indicate name, grade, DSN and commercial telephone numbers, e-mail address, message and mailing addresses for the SAO.
39. Additional information as applicable.

Figure 4-1. Format for Submitting Requests for a MET

Request for Mobile Training Team (MTT)

For the purpose of these instructions, the term "training" is used. However, requests must specifically state whether training or technical assistance, or both will be required. If all information is not available, fill in to the extent possible.

- a. Team Name/Title
- b. Requirement. (In the following subparagraphs, state what the team is to accomplish, rather than how it is to accomplish it.)
 - (1) Mission. (State the scope of instruction the team is to conduct.)
 - (2) Training goal. (State the purpose of the training in terms of the effect or benefit this team will provide to the host nation and the security cooperation objectives it will accomplish.)
 - (3) Objectives. (State any actions or steps the team will take to accomplish the mission.)
 - (4) End State. (List the expected results from this training that can be quantified and measured. The measure of these results following training will provide an indicator of mission success.)
- c. Team composition. (Indicate the envisioned quantity, rank, occupational specialty, and title of each team member.)
- d. Duration. (Indicate the projected duration of the training, in months if PCS, or in weeks if TDY.)
- e. Personnel to be trained.
 - (1) Technical qualifications of prospective international military students, to include relevant training and educational level.
 - (2) Number of IMS by officer and enlisted rank, or civilian designation.
- f. Security Clearance. (Indicate the type of security clearance required for the mission.)
- g. Team Restrictions. (Reflect any required limitations or exclusions on the type of personnel, uniforms, equipment, or methods of instruction.)
- h. Summary of host country capabilities.
- i. Equipment on which training is to be conducted, and equipment availability. (The equipment list must be detailed enough for the furnishing agency to identify it by make, model, or type.)
- j. Availability of tools and ancillary equipment. (List tools and equipment required for the mission, and their availability in country.)
- k. Availability of training aides. (List training aids required for the mission, and their availability in country.)
- l. Interpreter support.
- m. Training locations. (If there is more than one training location, indicate the distance between locations, time requirements for travel to be performed, and modes of anticipated transportation.)
- n. Desired in-country arrival date.
- o. Types of quarters available.
- p. Uniforms and clothing. (Describe requirements for on and off-duty uniforms and civilian clothing.)
- q. In-Country transportation. (Indicate the means of in-country transportation to be provided to and from quarters, training locations, and dining facilities. Specify rental car authorization, if any.)
- r. Facilities. (Indicate the availability of medical, dental, shopping, and laundry facilities.)
- s. Confirmation of country team approval. (Validate the security cooperation mission; verify that the Combatant Command and country team support the mission (NSDD-38, if required) and that it supports the Combatant Command theater strategy and the country team Mission Performance Plan (MPP)).
- t. Pre-deployment site survey (PDSS). (State, if necessary, the requirement for the team chief to conduct a PDSS to visit the training site, SAO and host nation to determine requirements prior to team deployment.)
- u. Additional information.
 - (1) Identify any important data requiring more emphasis or containing information useful to the deploying organization. Or the team chief in selecting and preparing the MTT.
 - (2) Include, if applicable, information on sensitive areas, subjects to avoid, taboos, and personalities involved.
 - (3) Reflect additional data such as availability of monetary facilities in country for converting personal funds, cashing checks, using Government credit cards, etc.
 - (4) Refer to any previous team effectiveness evaluations that contain data pertinent to this request.
 - (5) Indicate types of passports and/or visas required.
 - (6) When requesting PCS teams, include estimates for in-country expenses for anything required by the team which requires funding. (For example, housing, transportation, security, medical/dental care, maintenance, telephones, schooling costs for family members, TDY, emergency leave, quality of life, ICASS, mailing address, etc.)
 - (7) If any data requires classification or special handling, attach it to the request as an annex.
 - (8) Force protection. (Address force protection provided to the team by host country/U.S. embassy. State whether the team is required to bring weapons and type of security provided for weapons/ammunition if required.)
 - (9) Civilian Contractors. (Indicate if country will accept civilian contractors if no MILSVC personnel are available. This will require submitting a statement of work or performance work statement (SOW/PWS))
- v. SAO Point of Contact. (Indicate the name, grade, Services, DSN and commercial phone/fax numbers, message and mailing addresses, and e-mail address for the SAO POC.)

Figure 4-2. Format for Submitting Requests for a MTT

After Action Report for Teams

After Action Reports should include, but are not limited to, the following information:

- a. Team Information. (Team type, designation, composition by name, grade, occupational specialty, and parent unit/location.)
- b. Relevant dates.
 - (1) Date departed home station.
 - (2) Dates and location of team assembly and orientation.
 - (3) Date of arrival in host country.
 - (4) Dates on which training/technical assistance started and ended.
 - (5) Date of departure from host country.
 - (6) Date of return to parent unit/organization.
- c. Mission.
- d. Locations. (Indicate the locations at which training/technical assistance was conducted.)
- e. Number of Trainees. (Indicate the number of indigenous personnel trained by type. For example, maintenance, supply, instructor, etc. Indicate whether trainees were officers, enlisted, or civilians. Use actual numbers of students rather than unit designations such as battalion, company, etc.)
- f. Installations. (Indicate schools, courses, or training installations/other facilities that were used or established.)
- g. Adequacy. (Indicate the adequacy of the in-country training installations and facilities relating to the mission of the team.)
- h. Materiel. (Indicate the type, quantity, condition, and state of maintenance of materiel on which the training or technical assistance was provided.)
- i. Interpreter Support. (Indicate the adequacy and effectiveness of interpreter support provided.)
- j. Training conditions. (Provide a summary of training conditions as existed on arrival.)
- k. Effectiveness. (Evaluate the effectiveness of training or technical assistance. Provide a summary of the success of the team effort to improve the effectiveness of the training program in the host nation and qualification of host nation personnel to carry on.)
- l. Problems. (Discuss problems encountered that affected the mission.)
- m. Preparation. (Indicate preparation for the mission, answering the following questions:
 - (1) Did notification of the selection of the team provide adequate guidance on mission, type and level of training or assistance desired, training materiel and training aids required?
 - (2) Were special or unusual problems anticipated?
 - (3) Was the lead-time adequate for proper preparation for the mission?
- n. Support. (Indicate the adequacy of the country team's support. Indicate any comments considered appropriate concerning accommodations, meals, medical facilities, transportation, and overall treatment.)
- o. Conclusions. (Include conclusions and recommendations.) Provide the following:
 - (1) Necessity for the team as requested to accomplish the mission.
 - (2) Indicate if the mission was accomplished and how the team could have been more useful.
 - (3) Indicate the follow-up actions the SAO might take.
 - (4) Include essential information to increase the effectiveness of future security cooperation teams.

Figure 4-3. Format for After Action Report for Teams
